

TWENTY-SECOND YEAR

PHOENIX, ARIZONA, TUESDAY MORNING, MARCH 19, 1912.

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MESSAGE OF GOVERNOR GEO. W. P. HUNT TO THE FIRST LEGISLATURE OF ARIZONA

Gentlemen of the Senate and House of Representatives of the First Legislature of the State of Arizona:

Grateful to Almighty God for the political liberty which has come to us, grateful for the spirit of American independence through which that liberty has been preserved to us, proud of the Arizona record which has preceded and led to this hour, and grateful for the privilege of participating in its momentous, never-to-be-forgotten events, I greet you, the chosen representatives of the people of the sovereign State of Arizona. Likewise a servant and representative of the people, and your fellow worker, I greet you, and in the name of the state welcome you to these legislative halls, not only conscious that your presence will give them, but confident that your deliberations will be marked by an order of intelligence, so high and a patriotism so pure as to serve as a worthy model for the legislators who in years to come, and through our commonwealth's varying fortunes, will occupy the seats you now adorn.

In compliance with the law's direction, and in conformity with long established custom, I have the honor, as governor, to herewith submit to you my report upon the condition of the state, and to respectfully recommend, in connection therewith, such legislation as to me seems to be warranted, and as I believe will insure to the benefit and happiness of the people we jointly represent.

It is fitting, first of all, that I should congratulate you, and through you, the faithful, loyal citizens of Arizona, that the seemingly endless struggle for recognition as a sovereign commonwealth has finally come to a successful, triumphant end, that the persistent, determined efforts of Arizona's citizenry have at last been crowned with a splendid victory. I need not retrace the story of that heroic, unequal struggle, nor recount anew the years of its duration. I need not turn again the pages of that painful history, marked by calumny and slander, marked with falsehood, written in ignorance, ended in a political party's shame. These things we would, if we could, forget; but I cannot pass without a tribute to the unfaltering courage, the unequalled devotion, the splendid faith, which distinguished the soldiers who fought, these dark and dreary years, Arizona's forlorn fight; who bravely bore their beloved banner, while the future seemed only to spell despair; who, by their exalted example, moulded the Arizona character, and brought to her name immortal fame. I cannot pass without a tribute to those heroes, tried by fire, whose honor and bravery and bulging tenacity have left their indelible impress upon the Arizona, the American mind, for the present and for future generations. I glory in the fact that the impress of this dauntless people's greatness—greatness of mind, of heart and of soul—is upon you, their chosen representatives, and that their unfaltering adherence to principle is reflected in your selection and inscribed across the face of the commissions you bear—given you to still further advance the cause of humanity and of progress—the cause in which Arizona, of all the states of the Union, is today the leader.

A great and grave responsibility faces this youngest of the nation's commonwealths. I doubt not that you gentlemen—inasmuch as most of you were active and prominent in the incidents which brought it about—have a full realization of that responsibility's magnitude, and without respect to partisan affiliation or thought of partisan advantage, will measure up to the standard required for its faithful discharge.

From a position of comparative obscurity Arizona has emerged into the spotlight of unequalled prominence. From the post of a pitiful beggar, long scorned, and reviled and winked at, she has stepped forth a royal heiress, a queen, whose every subject is a sovereign, from the rank of a distant and little regarded province, her station has become that of a leader of men and of states—more, the leader of a mighty and irresistible movement, the chief exponent of an imperishable principle.

The government of Arizona, as founded upon the constitution which the people have ratified is the very embodiment of popular government. It is the most definite expression ever pronounced by man, of a social and political organization in which every citizen is the equal before the law of every other, and government is truly by consent of the governed. Born in a day when the encroachments of predatory wealth have strained the endurance of the masses near to the point of breaking, it appeared as a flaming signal in the night, lighting the way to an almost unhopd-for deliverance. It gave strength to millions of faltering feet, life to countless flagging spirits, courage to the despondent, fresh vigor to the weary. It placed upon its makers—the people of Arizona—at once a solemn duty and a momentous responsibility. With the eyes of the world upon them, it is for the people of Arizona to vindicate their claims that all power may with safety be vested in the governed; it is for them to demonstrate the practicability, the advisability, the wisdom of genuine government of, for and by the people. An estimate can not be made of this responsibility's immensity—not for any fear the friends of popular government may feel for its outcome, but rather for the stu-

pendous results of widespread mankind, hanging on the outcome of the trial.

Upon you, today, this responsibility is concentrated. You are the people's representatives. You have the people's commission to awaken the provisions of the Arizona constitution into life; to give definiteness to its principles and intelligent direction to its purposes; to build upon its strong foundation a structure of beauty and symmetry and utility. Your responsibility is not lessened because your duties are so clearly defined—it is rather enhanced by the fact that you are expected to visit upon the varying views your minds may hold and to which the spoken word or written page may give expression, such careful scrutiny that not one may find favor except it breathe the spirit of the people's rule.

My charge is to all of you, republicans and democrats alike, for I know you are all inspired by the same love of country and state, the same patriotism, the same lofty motive for the sacrifice of time involved in your attendance here; but I want to say to the democratic members of this legislative body, that upon your shoulders rests the lion's share of the burden. You are the ones whose pledges touched the Arizona chord of human sympathy; you are the representatives of the party which made and into whose charge and keeping has been entrusted the constitution of our state; your overwhelming majority, expressive of the people's approval of democratic achievement and popular confidence in democratic sincerity, affords you full power to crystallize into intelligent law the people's will; upon you and upon the party whose motto you fly will be visited the people's approbation or condemnation. You can not shrink, or evade, or minimize the responsibility you have assumed; nor, on the other hand, can the glory it is in your reach to win be dimmed by the sophistries of cunning foes.

I have perfect faith in your ability, your conscientiousness, and determination. I have entire confidence that you will carry your commissions back to the people of your respective counties discharged of every item. I promise you that you will find in me a ready and an enthusiastic co-operator—in some measure, I trust, an aid, laboring thus in the common cause and for a common purpose. I venture the prediction that the conclusion of your labors will mark the beginning of an era of public hopefulness, confidence and enthusiasm far exceeding the brightest dreams vouchsafed in the past to Arizona's optimistic, unconquerable pioneers.

Condition of the State.

In natural resources and the possession of patent possibilities, Arizona is boundlessly blessed. Her acres are broad and fertile, her mountains and streams rich with mineral wealth; her forests are well-nigh virgin; her skies are blue; her climate as of another Italy; her balmy air bears health on its never receding wave; her people are honest, hardy, self-reliant, brave. Thus endowed, all things are possible to the forty-eighth state of the union. Whatever of industrial, financial or commercial there is that wherewith to right them; and with all these assets to show against the liabilities of fast passing handicaps, I feel justified in reporting to you that the condition of the state is good.

Recent reports from almost all sections bring the news of bounteous rains with which to gladden the hearts of husbandmen, and remove the fear of a season of drought from the minds of the stockmen. The metal markets of the world give impetus to one of Arizona's greatest industries by announcing the steadily rising price of copper, a condition which will doubtless remedy the slight falling off, during the past year, in the production of this mineral which finds its natural habitat in our wealth-laden hills, and occasion renewed activity on the part of prospectors, developers and promoters, and reawakened confidence on the part of investors.

The completion of one of the world's greatest irrigation systems, insuring an abundant supply of life-giving water for the fertile acres of the Salt River valley; the approaching completion of another, of its kind unparalleled in the union, giving like assurance to the favored farmers of Yuma valley; the opening of the Parker Indian reservation and the allotment and reclamation of the splendid body of land included therein; the promising prospect of similar development on a scale of great magnitude in Pinal county; the development of artesian wells in San Simon and Sulphur Springs valleys in the south, and Verde valley in the north, and scores of other projects of greater or lesser magnitude, and widely distributed over the state, for the impounding and storage of water, combine to give certainty to the belief that Arizona will soon take her place as the chief agricultural section of the union, and that her cities and towns, keeping pace with rural advancement, will grow and expand and develop into mighty centers of population. Add to these proofs of material prosperity, the fact that during the fiscal year ended June 30, 1911, three new banks opened their doors, and that the bureau of vital statistics reports an increase of 283 in the birthrate of native Arizonians, including forty-seven pairs of twins

and four sets of triplets, and you will not wonder that I am delighted to report that the state gives evidence of exceeding in many directions and industries.

As to the public institutions of the state, I can only report in a general way, as it has not been possible for me to give to the various institutions, as yet, the critical examinations they should have, and concerning which I shall have more to say hereafter. For such information as they afford, I refer you to the reports of the various officials and superintendents, for the fiscal year ended June 30, 1911.

Thus discharging that mandate which imposes upon me the duty of reporting to you as to the condition of the state, whose laws you are charged with writing, I beg to respectfully submit for your consideration and disposition, the following recommendations:

Recall of the Judiciary.

Your first legislative act should be the enactment, for submission to the people at the next regular election, of an amendment to the constitution providing for the recall of judicial officers, who, by presidential requirement, were formally exempted from the provisions of the recall act.

In unmistakable terms the people of Arizona have twice declared their belief in the righteousness of the power to discharge, through the medium of the recall, dishonest and unfaithful public servants. Twice, in this connection, they have declared their opposition to the elevation of the judiciary into a privileged class, their opposition to the creation of a law which holds the judge to be something more than human. But their wishes were set at naught by a president's ineligibility to yield a precedent, so they wisely yielded temporarily a principle, secure in the knowledge that with statehood attained, and with the initiative at their command, they would have it in their hands to restore to the constitution the power so rudely taken away. The democratic party promised to carry this evident intention and obvious desire into effect, and it becomes your duty to promptly and faithfully fulfill that promise. Do not alter the recall as it was approved by the people of Arizona, by the transposition of a sentence, the rewording of a phrase, or the substitution of a word. Give it a trial, just as it was. Return to the people that which was fairly and arbitrarily taken from them. Then add, if you will, a section in which the people may express their desire, should occasion require, for the recall or resignation of the state's federal judiciary, and for its senators and representatives in congress.

Anti-lobbying Law.

As I stated upon the occasion of my inauguration as governor, I hope to see your second act the serving of notice upon all the representatives of special interests, and interests of any nature or description, that secret lobbying, which has too frequently prostituted legislative bodies and brought shame to legislators, is dead in Arizona. A mandate of the constitution places upon you the duty of guarding by law against secret lobbying, and I have no doubt you will comply with that mandate. But pending the enactment of such a law and its formal approval, I think you should by joint resolution declare that no lobbying will be permitted except it take the legitimate form of public hearings before properly constituted committees of the legislature, participated in only by properly registered agents, who are willing to set forth the company, the individual or the cause they represent. Individual or private lobbying should be denounced and prohibited, and by the rules of your body, a violation of such prohibition visited with summary punishment of the member offending, or permitting the offense.

Thus will necessary and legitimate efforts on behalf of any just and proper cause be dignified, the self-respect of the legislators insured, and the decency of the state protected.

Investigation vs. Junketing.

It has been the custom during many sessions of the Arizona legislature, to expend a week of valuable time and no little money in what came to be known as junketing—in so-called investigations, by legislative committees, of the various institutions of the territory. Many of you are as familiar with the result of these visits as I am, and remember them best for the social pleasures they afforded, and the opportunities they gave for enjoyable outings. In the belief that you are here for work—that you realize the limitation of time which confronts you and the need for the exercise of the strictest economy consistent with the performance of your duties, I recommend the abandonment of this junketing custom; the devotion of the time thus saved to the moulding of needed legislation, and the utilization of the funds which have heretofore been so expended in an expert investigation of the state's institutions by competent examiners.

There is in my possession at this time sufficient information and data to convince me of the urgent need of such an investigation. It is apparent that in several of the institutions there is a glaring lack of business system, while the utter absence of uniformity in the handling of accounts prevents anything like an adequate audit. It is not my purpose to suggest that there have been improper transactions to the ad-

vantage of any individual, nor have I any reason whatever to believe that such is the case; but I assert that there have been, and under the system, or lack of system, in vogue, there still are many and frequent opportunities for graft, while the books which all competent business men exert themselves to avoid are going on daily. I am glad to say that not a few of these books have been stopped, but pending an expert investigation and the installation of modern methods in the conduct of the state's varied business, it will be impossible to establish anything like perfect order out of what has been little short of chaos. To do itself and the public justice, the present administration must be accurately informed, in detail, of the conditions which have prevailed, and now prevail in the different state institutions and departments, and to this end I ask for authorization to proceed with such an investigation as is here suggested.

Popular Elections.

You are cognizant of the duty imposed upon you by the constitution of the United States, to choose by joint ballot two senators to represent our state in congress, and I assume that you have perfect knowledge of, and are in hearty accord with the spirit and purpose of the instruction under which you will carry on the law. The people of Arizona, by means of the direct primary or advisory vote, expressed their preference for United States senators by naming the Hon. Henry F. Ashurst, of Prescott, and the Hon. M. A. Smith of Tucson. Their formal election by you is of course assured.

It will be one of your duties, as well as provided by law for the selection of senators in like manner hereafter, and no less a duty, I think, to give recognition to the people's desire, as reflected in the democratic platform, for the choosing by popular vote of delegates to the national conventions, and the expression by direct primary of the people's preference for presidential candidates.

Constitutional Mandates.

There are numerous mandates of the constitution which it is your duty to observe, and which I have no doubt will be accorded prompt consideration. Only through the medium of the laws thus indicated and enacted, can many of the most important and most beneficent provisions be given life and potency. It is your duty to carefully see that each such law faithfully carries out the intent of the constitution makers, and reflects the spirit of the demand which brought these mandatory provisions into existence. I shall not refer to many of these mandates in detail, inasmuch as the constitution sets them forth with all necessary particularity; nor shall I attempt any definite reference at all except to those certain ones which I deem to be most vital.

Initiative, Referendum and Recall.

The initiative, referendum and recall being the groundwork and foundation of Arizona's system of popular government, should be strengthened, and as far as possible, simplified by statutes, showing by item and without ambiguity the steps necessary to be taken to invoke either of these powers reserved to the people, insuring proper publicity of all proposed laws or proceedings, and otherwise giving full effect and practicality to the initiative, referendum and recall articles of the constitution.

Suffrage and Elections.

Next, if not equal in importance, is the enactment of laws to carry into effect the several mandates having to do with suffrage and elections, and I earnestly add to the constitution's instructions my recommendation of laws which will insure the purity and fairness of the ballot, at both general and primary elections; prevent discrimination against and injustices to any candidate or candidates; guarantee an honest count, and put a stop, if possible, to all system of campaigning tending to debauch the electorate and bring discredit and disgrace upon the highest of all American privileges.

This system should include a most comprehensive and stringent corrupt practices act, carefully designed, by means of adequate before and after election publicity requirements, and otherwise, to guard against the employment of large sums of money in the nomination or election of candidates desirable to great financial interests. It should provide effective machinery whereby all forms of bribery, both large and small, and intimidation and fraud may be reached and punished. It should provide an up-to-date plan of registration, guarded against the many irregularities heretofore practiced. In order that the direct primary method of nominating candidates may be relieved of a criticism which is now properly directed against it, electors should be required to register their partisan affiliation, or the lack of such affiliation, and prohibited from participating in the primary of any but their own designated party. Cases have been known when large numbers of voters, acting under the instructions of cunning bosses, have been "bought" to an opposing party for the purpose of influencing the nomination of undesirable or weak candidates, thereby defeating the aim of the primary law, which is to insure the nomination of those candidates whose attainments make them the choice of the larger number of their respective parties. The direct primary system of nominations is an

essential feature of government by the people, but in state affairs, at least, where party competition is a necessary incentive for the exercise of care in discharging governmental functions, the adherents of each party should be protected in the selection of their standard bearers from the machinations of shrewd manipulators of an opposing political faith. In this and in all other respects, the primary law should be made simple, workable, fair and efficient.

In line with the best progressive thought of the times, the headless ballot, somewhat similar to that now designated by the Arizona primary law, should be adopted for use in general elections, and in order that each candidate, regardless of the alphabetical order in which his name might appear, there should be systematic rotation upon the ballot, without distinction to party affiliations. Thus, for example, would "Z," a republican candidate for sheriff, find himself at the head of the list of aspirants for that office an equal number of times as "A," the democratic candidate.

The qualifications of electors should be definitely fixed, and the rights of Arizona citizens so protected as to never admit the possibility of a repetition of the outrage visited upon them by the terms of the enabling act, when thousands, qualified under the statutes, were denied the privilege of voting.

With the regulation of registration, and the purity of the ballot properly safeguarded, I would recommend the repeal of the so-called educational qualification law now upon the statutes. This law, well meant, as it doubtless was, and intended as a means of checking wholesale bribery, has been found in the slight practice it has had—chiefly in municipal elections—to be susceptible of serious abuses at the hands of partisan registering officers and election boards. Under its operation, the arbitrary powers vested in these officials are so broad and so susceptible of pre-judicial construction as to invite partisan discrimination, and bring what seems to me to be deserved criticism upon its authority.

A Vote for Every Man.

A subject I would mention also under the head of suffrage and elections, and one I deem worthy of careful consideration, relates to the inability, under the present law, of citizens of the state, whose necessary business or employment takes them away from their precinct on election day, to vote. This is suggested chiefly by the nature of the employment in which railway trainmen are engaged, and in behalf of this class of citizens, even though no others were concerned, I would suggest and recommend a law which will protect their right of suffrage. I am well aware that such a law must be drafted with great care and surrounded with numerous safeguards, in order to prevent abuse of the ballot, but it occurs to me that a form of certificate might be issued by the county officials having the great registers of the respective counties under their charge, to the end that wise and judicious choice may be made, justice cannot be done the state's interests without other and additional provision. I therefore recommend the creation of a commission to consist of the three officers specified in the enabling act, and at least one other member, the additional member or members so authorized to receive a salary commensurate with the importance of his duties. If desired, this commission could be clothed not only with authority to make selection of the state's lands, but with authority to dispose by sale or lease in accordance with the provision of the law of the lands so selected.

Equal Suffrage.

A very great percentage of Arizona's citizens, both men and women, of varying political faiths, apparently distributed through every social sphere—and numbering the followers of all the callings and professions, are in favor of equal suffrage. Just what their percentage, or whether it constitutes a majority of the people, I cannot say, but it appears to me that the movement is amply representative to demand, in fairness and justice, the right to a deciding vote. Whatever the views of any individual may be, as to the merits or demerits of female suffrage, if a majority of the people desire to extend the privilege of the ballot to women, they have the right to do so. This is the basic principle of the theory of popular government, to which Arizona is wedded, and to the insuring of which the majority party in the state is pledged. I therefore recommend that you submit to a vote of the people, at the next regular election, a constitutional amendment extending the suffrage franchise to women, and venture the belief that if this great privilege be extended the state's high standard of intelligence will in no wise suffer thereby.

Publication of Stockholders.

A powerful influence in the determination of public questions is exerted by the newspapers. Their messages of publicity, speaking day by day and week by week, to every voter in the land, possess a limitless power for good or evil. It is a deplorable and ominous fact that many of the largest newspapers of the country, possessed of the widest circulations and the most ably edited, are owned, directly or indirectly, openly or silently—but generally the latter—by special interests, and maintained for

questionable purposes. The power of these newspapers is little or great, as the people are informed or ignorant of the personnel of their owners, and I urge the passage of a law requiring each newspaper in Arizona to publish in every issue a full and complete list of its owners, stockholders and holders of its securities, in whatever form they may exist.

State and School Lands.

A mandate of very great importance is that contained in Section 16, Article X, of the constitution, concerning the disposition of state and school lands, and your very particular attention is directed to its requirements, and to the matters which naturally accompany it.

Under the terms of the enabling act, Arizona is the grantee of an immense area of the unappropriated public domain, amounting in round figures to more than five millions of acres, which lands are to be devoted to certain specific uses. Approximately one-half of this grant is for the benefit of the state's common school system, while the balance is so divided as to form the foundation of separate funds for the various state institutions—educational, reformatory, penal and charitable. In dollars and cents this inheritance represents an immense fortune for the state. In the possibilities its wise and judicious handling will present, it means advantages for the present and succeeding generations which cannot be estimated. I trust that the laws you will enact, to regulate and direct the disposition to be made of these lands, will embody the ideas of true conservation, and while affording every possible legitimate encouragement for the reclamation of the state's barren stretches, will prohibit and prevent the squandering of the state's rich patrimony.

The law should be drafted with thought of the numerous opportunities there are in Arizona for the development or impounding of water, and that only water is needed to make the waste places bloom. The law should make due allowance and provision for the probability that the state will wish, as a business proposition, to reclaim or assist in the reclaiming of its stretches of arid lands, and the building of homes where now only solitude dwells.

Your attention is called to the fact that these state lands have not yet been selected, and to the immensity and importance of the undertaking. Under the terms of the enabling act, it is the duty of the governor, attorney general and surveyor general, or some officer clothed with the functions of the surveyor general, to make such selection. You are aware that the state has no surveyor general, but that defect may be easily overcome by clothing the state engineer with the powers of the surveyor general, and in the interest of economy recommend that legislation be enacted to that end. It is obvious, however, that owing to the multiplicity of duties already incumbent upon the officers named, the immensity of the task comprehended in the selection of five millions of acres of land, and the vital importance of the most careful inspection, to the end that wise and judicious choice may be made, justice cannot be done the state's interests without other and additional provision. I therefore recommend the creation of a commission to consist of the three officers specified in the enabling act, and at least one other member, the additional member or members so authorized to receive a salary commensurate with the importance of his duties. If desired, this commission could be clothed not only with authority to make selection of the state's lands, but with authority to dispose by sale or lease in accordance with the provision of the law of the lands so selected.

I recommend that a fund be created to enable the commission, having under its charge the selection of these lands, to make such investigation as may reveal the whereabouts of deposits of water, oil, gas or timber, feasible sites for water storage or other physical features tending to enhance the value of the areas adjacent thereto or affected thereby—to prospect, in short, for the choicest portions of the unappropriated domain, and then, by judicious legislation, to prevent the squandering of these rich lands or their grabbing by the sharks who may always be found in the wake of every well provisioned ship.

By means of a law which will combine the wise requirements of the enabling act with a far-seeing policy of development and conservation, the state—and particularly its educational fund—may be greatly enriched, and I bespeak your most earnest consideration of the subject.

Irrigation Laws.

The era of development upon which Arizona is entering requires modern machinery for the working out of her great agricultural and irrigational problems. Some of these problems, as some already have, may be solved by national aid. I trust that means will be found by which the state, in the development of its areas of granted lands, may solve others; but still others, simple and feasible, should be solved by private enterprise, under the operation of district irrigation laws similar to the best approved of such laws in force in other states of the so-called arid west. I urge you to consider this question carefully.

Education.

Education is at high tide in Arizona. The percentage of illiteracy is

small. Our institutions of learning, from the university to the common schools, would do credit to any state in the union. But there are opportunities for great advancement still, and advancement in education will insure advancement all along the line. I therefore charge you to give careful thought to the subject of education, to the encouragement of the institutions where the youth of Arizona are being fitted to solve the problems which will come to them in the battle of life, and to further strengthen the system which is the greatest bulwark of human liberty—the common schools.

Free Books.

I am convinced that a great impetus would be given to education, and its privileges spread over a far greater area, if the state, or each of the counties of the state, would supply text books, free or at a nominal cost. As the matter now lies, many poor families are compelled to seriously cramp themselves in order to supply the required text books for their children, or to suffer humiliation by declaring themselves paupers. More frequently than otherwise the children of these poor parents go without the books needed for their schooling, and thus lose the benefits of a system which is ostensibly maintained for the benefit of all alike. The seriousness of this situation is intensified by the circumstance of all-too-frequent changes of text books and the exorbitant prices charged for them. Should the state supply free text books, either by publication or by contract purchase in large quantities, it stands to reason that they would be more uniform, changed less frequently and cost but a fraction of the prices now charged for them.

Agricultural Schools.

The time has arrived, I think, when more particular attention than it has heretofore enjoyed, should be given to the subject of technical education along the lines suggested by our state's chief industries—agriculture and mining, and particularly the former. The University of Arizona, to be sure, maintains most excellent mining and agricultural colleges, with several experiment stations in different localities reinforcing the agricultural college, but the possibilities and influence of the institution might be wonderfully increased at little cost. At present there are no feeders to the agricultural college—in other words, no preparatory schools, such as the common schools afford for other courses of college study. I would therefore recommend the extension of agricultural class work into the high schools of the state, by means of a state endorsement, small in amount at first, but sufficient to encourage the establishment of agricultural class work in such high schools as shall qualify to receive it. By means of such a course of study, the greatest possible number of students throughout the state would be reached at an impressionable age, in their own agricultural localities, and with least cost to themselves and the state.

Thus would the high schools more fully serve as feeders to the state university, by qualifying students for the collegiate course in agriculture and possibly, if you deem it expedient, in mining as well, as they now in many instances do not.

It is my belief that no more effective way in which the university can be strengthened and enabled to maintain high standards of scholarship, and to render the maximum service. **Comprehensive Plan for University.**

I deplore the policy which has heretofore been pursued of building the state's greatest educational institution on a crazy-quilt patchwork scheme. From year to year, or from period to period, as the requirements of the University dictated, and as the necessary appropriations could be secured, buildings—generally of a cheap and unsatisfactory character—have been added to the plant, apparently with no definite idea for the future. I realize the impossibility which has existed, and which now exists, of erecting at one time, all or even a considerable portion of the buildings which will be required for the institution fifty years hence; but I recommend that before any more appropriations are made for improvements, a comprehensive and elaborate plan for a university not only beautiful but adequate for the needs of a century, be adopted. With a goal to work to thus established, buildings may be added from time to time, but by no means so placed as to fit appropriately into the finished scheme, so designed as to harmonize architecturally with those surrounding it and to come after, so constructed as to endure for ages. This is the modern method of systematic growth by which the world's greatest institutions of learning are being developed. Whether viewed from the standpoint of economy, efficiency or architectural superiority, it is the proper plan.

Revenue and Taxation.

Of serious moment, and one in which all the people are vitally interested, is the question of producing, in such way as to occasion as little burden and hardship as possible, revenue to maintain the government of the state, an expense which is appreciably increased by the withdrawal of the funds heretofore received from the federal government. To meet this discrepancy, to provide for the unusual requirements occasioned by the transition from a ter-

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